



Licensing

Division of Administrative Services

Iowa Department of Public Safety

# Private Investigative/Private Security Agency Licensing Kaizen Event Report Out

By:

Raging Regulators

April 14, 2005



# Team Members

Sam

Team leader

Julie Chang, DNR

Sub-team leader

Sam Knowles, DPS

Support

Mike Coveyou, DPS

Members

Linda Stevens, DPS

Joe Sheehan, DPS

Angell Magnani, DCI

Pamela Ritchey, DCI

Randy Mulder, Per Mar Security

Darwin Rittgers, IA Association of PI



# Background

Sam

- What do we do in Program Services Bureau?
- What does the licensing section do?
- Why did we conduct a Kaizen event?



# Objectives

Sam

1. Use limited resources more efficiently
2. Improve communication between DPS and stakeholders
3. Improve education of applicants and stakeholders



# Goals

Sam

1. Reduce ID card issuance from 14 days to 7 days
2. Reduce incomplete/abandoned agency applications by 50%
3. Reduce submission of invalid fingerprints by 50%
4. Reduce invalid ID applications by 50%



# Kaizen Methodology

Julie

1. Clear objectives
2. Team process
3. Tight focus on time
4. Quick & simple
5. Necessary resources immediately available
6. Immediate results (new process functioning by end of week)
7. 5S “mindset”



# Old & New Process

Linda and Joe



# Results

Randy

	Old	New	% Change
# of Steps	120	103	-14%
# of Handoffs	45	39	-13%
Delays (Weeks)	9 to 13	4 to 7.5	-42% to -55%
% of Value-Added	6.7%	7.8%	+16.4%
Lead Time (Weeks)	7.5	4	47%





# Implemented

Angell

1. Remove notary requirement on application
2. Remove Bureau Chief's signature on check-off form
3. Acknowledgement of Understanding of Code and Administrative Rule (in lieu of examination)
4. Check list for license application
5. Form letter for qualifications not met
6. Check-list for agency on ID card application
7. Draft frequently asked questions
8. SOP for disposition



# Homework

Angell

Action	Assigned to	Completed By
Word Version of License Application Form	Linda, Marti C.	5/13/05
Option to Send Digital Picture	Joe	5/13/05
Frequently Asked Questions	Joe	5/13/05
SOP for Disposition	Sam	5/13/05
Standard Procedure for Fingerprinting	Angell	4/20/05
DCI Stamp Available to Clerk	Angell	4/20/05
Update website and Application Form about new process	Linda, Marti C.	5/13/05
Video/DVD Training for Applicants	Sam, Linda, Joe	5/13/05
Rule Change to Eliminate Exam	Sam, Mike C.	5/13/05
Re-Design PD1 Form	Linda	5/13/05
Return Application Fee for Abandoned Application	Sam	5/13/05
Tracking ID Card Lead Time	Sam	5/13/05



# Parking Lot

Angell

1. License and ID card renewal on a 5 year basis
2. Review employee transfer/termination to another agency



# Team Member's Experience

Darwin and Joe



We welcome your  
questions and comments!